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Organizational matters

Report of the first regular session 2010 (19 to 22 January 2010, New York)

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Joint meeting of the Executive Boards of UNDP/UNFPA, the United Nations Children's Fund and the World Food Programme (15 and 18 January 2010) 19

I. Organizational matters

1. The first regular session 2010 of the Executive Board of UNDP and UNFPA was held at United Nations Headquarters, New York, from 19 to 22 January 2010.

2. In accordance with article 49 of the rules of procedure of the Economic and Social Council, the Executive Board elected the following members of the Bureau for 2010:

President:	H.E. Mr. John W. Ashe	(Antigua and Barbuda)
Vice-President:	H.E. Mr. Atoki Ileka	(Democratic Republic of the Congo)
Vice-President:	Mr. Muhammad Ayub	(Pakistan)
Vice-President:	Mr. Farid Jafarov	(Azerbaijan)
Vice-President:	Mrs. Claude Lemieux	(Canada)

3. At the session, the Executive Board approved the agenda and workplan for its first regular session 2010 (DP/2010/L.1) and the report of the second regular session 2009 (DP/2010/1). The Executive Board adopted the tentative annual workplan 2010 (DP/2010/CRP.1) and approved the tentative workplan for the annual session 2010.

4. Decisions adopted by the Executive Board in 2009 appeared in document DP/2010/2; those adopted at the first regular session 2010 were included in the compendium of adopted decisions, which can be accessed on the website of the Executive Board secretariat at www.undp.org/execbrd.

5. The Executive Board agreed in decision 2010/12 to the following schedule of future sessions of the Executive Board in 2010:

Annual session 2010:	21 June to 2 July 2010 (Geneva)
Second regular session 2010:	30 August to 3 September 2010

II. Statement by the Administrator and financial, budgetary and administrative matters

6. The Administrator opened her address by reiterating that UNDP was in mourning for United Nations colleagues who lost their lives in Haiti. She spoke of her recent visit to the country, and the manner in which UNDP is helping, through such activities as the 'flash appeal', to put Haiti on the road to recovery. The Administrator recognized the new members of the Bureau of the Executive Board and paid tribute to the outgoing Bureau for its work in 2009. She introduced the new Associate Administrator of UNDP, outlined the priority work areas for UNDP in 2010, and introduced the 2010-2011 biennial support budget in her statement. She also touched upon, inter alia: progress on the Millennium Development Goals; partner expectations and evolving relationships; climate change and development; staff security; gender issues; and United Nations reform. Her full statement is available at http://www.undp.org/execbrd.

7. All delegations expressed solidarity with the people of Haiti and conveyed condolences to the United Nations family for the loss of colleagues.

8. In making their general statements, a majority of delegations reaffirmed that the effectiveness of UNDP activities must be assessed by their success in poverty eradication, economic growth and sustainable development in programme countries.

They expressed concern about the regular resources situation, particularly the imbalance between regular and other resources, calling for development funds to be unearmarked and allocated in accordance with national priorities. They reiterated the importance of South-South and triangular cooperation as relevant and effective ways of encouraging knowledge transfer and sustainable development.

9. Delegations requested urgent, integrated and coordinated global responses in economic and social development and environmental protection. They called upon UNDP to continue playing a central role in linking climate change to development and helping developing countries to take mitigation and adaptation measures to counteract negative effects. Many delegations acknowledged work by the Administrator to strengthen UNDP work in the area of climate change, citing examples such as the Global Environment Facility and 'UNDP-Spain MDG Achievement Fund'.

10. Delegations recognized UNDP as a leader in crisis prevention and recovery, reaffirming that, thanks to its expertise and widespread field presence, it could provide the necessary bridge between humanitarian efforts and strategic, long-term development and stability. Many delegations called upon UNDP to further strengthen its collaboration with the United Nations system and the World Bank in implementing the "delivering as one" model. Similarly, delegations recognized the crucial role of UNDP vis-à-vis the resident coordinator system, but reiterated the need to improve common services, resources planning, and system-wide evaluation processes. Several delegations called for system-wide coherence efforts to take hold at headquarters so that business practices can be better harmonized, and greater inter-organizational mobility encouraged. Numerous delegations expressed support for a 'one United Nations country programme document', which they felt could be discussed in greater detail in the Executive Board once technicalities had been ironed out through intergovernmental processes. Other delegations called on UNDP to better articulate its niche in international development through better communication and a sharpened focus on upstream policy advice.

11. Many delegations identified the Millennium Development Goal summit, to take place in September 2010, as an opportunity to review successes, best practices, and lessons learned. A number of delegations expressed concern that progress in Africa on the Goals had been slow, and that it remains the only continent at risk of not achieving them. These delegations expressed the hope that the summit would result in concrete, actionable strategies to accelerate the achievement of the Millennium Development Goals. One delegation expressed its aim at securing a global action plan that would act as a 'road map' for meeting the Goals by 2015. Other delegations called upon UNDP to continue its leadership in coordination, advocacy and strategic thinking, recognizing the summit as a watershed moment for the entire United Nations system. These delegations also asked UNDP to work at invigorating and motivating the entire system through new ideas and strategic thinking towards the 2015 deadline and making the Millennium Development Goals a reality.

12. Numerous delegations supported strengthening UNDP human resources to ensure that it hires and retains the best talent, in the right posts, for the greatest impact. Many welcomed the work of UNDP on gender equality and called upon UNDP to continue to focus on gender mainstreaming. Those delegations expressed support for the new 'gender entity' and asked UNDP to participate with the United Nations system to ensure that the new organization gets a strong launch.

13. One delegation requested that the Board consider changing the modality of UNDP assistance to its country – from a 'human development initiative' programme,

to a country programme. He said that, while his country is considered a least developed country, it receives less than $3 per capita in official development assistance. He thanked the Board for extending the current human development initiative programme to 2011, but also requested Board consideration of a normal country programme in order to increase the scope for UNDP collaboration with other United Nations organizations, and work to its full potential to assist the poor.

14. Efforts by UNDP to expand its donor base and contain management costs were recognized by several delegations; they noted improvements in efficiency, although some felt strongly that greater efficiency could be achieved and more stringent targets could be set. A number of delegations recognized the strides made by UNDP in results-based budgeting, results-based management and accountability, but said there was still room for improvement. They stressed the significance of defining and measuring impact and communicating results. One delegation asked UNDP to increase the quantity and quality of country office evaluations and ensure their wide dissemination so as to increase transparency. Two delegations asked UNDP to adequately fund institutional oversight mechanisms and expand access to key reports.

15. Specifically regarding the biennial support budget, numerous delegations supported the biennial support budget proposals and the strategic investments contained in the document, recognizing that it was based on the strategic plan and made progress towards harmonizing with the budgets of other funds and programmes. However, a number of delegations expressed concern with cost increases in the budget and stressed that they expected significant reductions in expenditures in the 2012-2013 proposals. Many delegations called upon UNDP to clearly demonstrate efficiency gains. One delegation asked UNDP to provide information on past budget performance, continued harmonization on cost classification and budget methodology with UNFPA and the United Nations Children's Fund (UNICEF), and progress on the implementation of international public sector accounting standards.

16. One delegation recognized steps taken by UNDP to provide adequate security for its staff, reiterating that it expects UNDP to continue ensuring staff safety. Other delegations asked that, in future, a comprehensive presentation of the UNDP budget include regular and other resources. One delegation asked for the results orientation of the budget to be improved through closer alignment with the strategic plan, as well as improved costing of results that feature clearer descriptions of the corporate inputs required to achieve them. A number of delegations expressed concern about possible budget cuts that could hamper programme delivery and support to developing countries. Many delegations expressed their anticipation of, and support for, the integrated budget to be presented in 2014. One delegation notified the Executive Board that his country recently adopted a national strategy for UNDP, which will guide future interaction between the country and UNDP in five critical areas: gender and human rights; crisis prevention and resilience; environment and climate change; results-based management; and external efficiency of UNDP activities.

17. The Executive Board adopted decision 2010/1, UNDP budget estimates for the biennium 2010-2011.

III. Programming arrangements

18. The Assistant Administrator and Director, Bureau of Management, introduced the midterm review of programming arrangements, 2008-2011. She was joined on the

podium by the UNDP Comptroller, and the Director, Office of Planning and Budgeting, Bureau of Management.

19. Delegations took note of the concepts of predictability, universality and progressivity, which they reaffirmed as important elements of the programming arrangements. In the context of universality and progressivity, a number of delegations recognized that the existing target for resources assignment from the core (TRAC 1 methodology and criteria for establishing country classifications, particularly the use of gross national income data, were inadequate and masked significant development challenges, pointing out that they did not measure, inter alia, levels of poverty, social inequalities, wealth and human development indicators. One delegation reminded the Executive Board that it had been 15 years since the UNDP methodology was last updated. Delegations asked UNDP to review its country threshold classification and harmonize it with, among others, UNICEF and UNFPA. One delegation requested UNDP to engage in more substantive dialogue with the Board as it began to engage in a process of revision. Another delegation felt that revising the resource allocation methodology would also serve as a good opportunity to assess the effectiveness of current allocations in achieving tangible and measurable development results. That delegation also called upon UNDP to ensure adequate support to small, vulnerable countries in their efforts to prevent a reversal of development gains and increase their access to concessionary financing to prevent worsening poverty and underdevelopment.

20. In the context of middle-income countries, several delegations recognized the need for improvements in how UNDP allocates resources to these countries, asking the organization to make concrete proposals in 2011 for reducing inequalities in resource allocation, while at the same time maintaining the volume of resources for least developed and low-income countries. Those delegations voiced concern at the possibility of extensive downscaling of funding to middle-income countries, especially in the Latin America and the Caribbean region. Another delegation recognized that, while the work of UNDP is of great value to middle-income countries, UNDP should always bear in mind its 'exit strategy' and in that way permit the country to transition away from receiving assistance, make greater use of South-South cooperation, and even become active donors.

21. One delegation expressed the importance of resource mobilization and called upon UNDP to optimize its resource structure so its support budget can be funded more from other ('non-core') resources, thereby leaving regular resources available for programming. Many delegations supported proposals to allocate more core resources to crisis prevention and recovery, reaffirming that this is an area of comparative advantage for UNDP. Those delegations asked UNDP to provide proposals on increasing funds for crisis prevention and recovery efforts, either through TRAC 2 funding, or by adding flexibility in resource allocation from other areas. Delegations expressed a mix of support for, and opposition to, the idea of extending the programming arrangements to coincide with the expiration of the UNDP strategic plan in 2013. Delegations supporting the extension acknowledged that this would allow for alignment with the next strategic plan cycle, but suggested that a review of programming arrangements take place at the second regular session 2011.

22. Two delegations asked for more detailed information on fixed lines as they related to the programming arrangements and TRAC 1, noting that some lines were allocated more money, while others were frozen at 2008 levels, they asked UNDP to clarify whether those would be updated in line with inflation, or left alone thereby

signifying a real decline. These delegations called on UNDP to provide a better explanation on the development effectiveness costs charged to the biennial support budget and programming arrangements, and to the subsequent biennial support budget, make progress towards common definitions of cost classification between UNDP, UNFPA and UNOPS as well as common standards for the application of cost classification to the support and programme budgets.

23. Regarding the programming arrangement allocation for the United Nations Capital Development Fund (UNCDF), most delegations supported it, while at least one questioned why resources were being transferred.

24. The Executive Board adopted decision 2010/3, Midterm review of programming arrangements, 2008-2011.

IV. Gender in UNDP

25. The Assistant Administrator and Director, Bureau for Development Policy, introduced the oral report of the Administrator on the implementation of the UNDP gender strategy and action plan. The Director of the Gender Team, Bureau for Development Policy, briefed the Executive Board on UNDP achievements on gender in 2009.

26. Delegations reiterated the importance they attach to gender matters. Many appreciated efforts by UNDP in the area of, inter alia, information dissemination on gender topics, the study of gender equality dynamics of the economic and financial crisis and climate change, and the introduction of the gender marker system, which they saw as an innovative way to promote women's empowerment and achieve lasting results. Delegations also expressed their support for the creation of a new United Nations gender entity by the General Assembly, which they saw as a way to reduce fragmentation and increase coherence in support of gender issues. One delegation suggested that a review of the UNDP gender strategy should be undertaken in the context of reducing overlap and duplication with the new gender entity. In a similar vein, many delegations stressed that UNDP gender mainstreaming activities should not be diluted as a consequence of the new gender entity.

27. A number of delegations reiterated that responsibility for gender equality rested with all programme and policy units, and that gender should be appropriately integrated into all UNDP policies, projects, programmes and budgets. These delegations called upon UNDP to improve accountability structures, recruit dedicated gender equality advisers at regional bureaux to support country offices, and dedicated gender advisory services to country offices, ensure that the resources of thematic trust funds support gender mainstreaming in their substantive areas of practice, and allocate greater resources to gender in tandem with UNDP regular resource increases. These delegations were also concerned with the suppression of a resources decline in the area of gender, calling upon the organization to provide additional details regarding its core gender investments and encouraged Executive Board members to continue to maintain a strong engagement on gender matters.

28. One delegation called upon UNDP to strengthen work with other organizations of the United Nations system, such as the United Nations Environment Programme, on the connection between gender and climate. Another asked about how UNDP was interacting with organizations such as the United Nations International Research and Training Institute for the Advancement of Women and the United Nations Women

Staff College on gender matters. In light of the Millennium Development Goal summit to take place in September 2010, one delegation called on UNDP to ensure unpaid, or underpaid, work by women be considered part of the stocktaking of the Millennium Development Goals. A number of delegations thanked UNDP for its facilitation of the International Colloquium on Women's Empowerment, Leadership Development, International Peace and Security in Liberia, in 2009, and encouraged the organization to continue including gender equality aspects into its work on peace and security in the context of the 10th anniversary of Security Council resolution 1325. Those delegations also asked UNDP to move away from traditional, small-scale women's projects towards a more upstream, strategic and political approach.

29. The Executive Board adopted decision 2010/4 [that report of the Administrator on the implementation of the UNDP gender strategy and action plan].

V. Country programmes and related matters

30. The Assistant Administrator and Director, Partnerships Bureau, introduced this agenda item.

31. On a no-objection basis, in line with Executive Board decision 2008/36, four country programmes and one regional programme were approved:

Africa region: Uganda;

Arab States region: Regional programme document for the Arab States;

Europe and the Commonwealth of Independent States: Montenegro [and subsequent];

Latin America and the Caribbean region: Argentina, Guatemala.

VI. United Nations Capital Development Fund

32. The Executive Secretary introduced the report on the implementation of the cost recovery policy. The Deputy Executive Secretary and the Chief, Business Development and External Relations unit, joined him on the podium.

33. Delegations recognized UNCDF as specialized and unique in its expertise in the area of microfinance and local development and its focus on least developed countries, poverty reduction and women's empowerment. They noted with appreciation the special relationship between UNDP and UNCDF, which has reduced administrative costs in the field and has helped ensure more UNCDF funding is dedicated to programming. One delegation announced a contribution of approximately $0.8 million to UNCDF for 2010. That delegation was adamant that UNCDF was underfunded and requested other donors to increase their contributions to the Fund. That delegation also commended efforts by UNCDF, in cooperation with UNDP and the Government of Uganda, to organize a global forum on local development in Uganda later in 2010. Another delegation informed the Executive Board that its Government had created a line item in its national budget, and would soon announce a significant contribution to the Fund. It called on UNCDF to continue improving its management practices. One other delegation thanked UNCDF for its steady focus on microfinance, gender empowerment, and local governance in least developed countries and called for these programming activities to be extended to all least developed countries, particularly in the context of the multiple crises facing them.

UNCDF was requested to continue efforts at harmonizing with UNDP in the areas of cost recovery and operational management.

34. The Executive Board adopted decision 2010/5, implementation of the United Nations Capital Development Fund cost-recovery policy.

VII. United Nations Development Fund for Women

35. The Executive Director of UNIFEM introduced the biennial support budget, 2010-2011, the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ), and the criteria and methodology for regular resources allocation. The Deputy Executive Director was also on the podium to elaborate on the biennial support budget and responses to ACABQ recommendations.

36. Delegations thanked UNIFEM for its contributions to gender equality and women's empowerment and the presentation of the documents. Many delegations expressed strong support for UNIFEM efforts to integrate results-based management, results-based budgeting and a learning approach that stemmed from working with other United Nations organizations. There were calls for efforts towards a harmonized approach. One delegation suggested that the Millennium Development Goal summit, to take place in September 2010, would serve as an opportunity to review the work of UNIFEM towards achievement of Millennium Development Goal 3. Regarding the 2010-2011 resource plan, that delegation asked UNIFEM to monitor and apply further reduction in the rate of budget support to programmes. The delegation also recognized the success of UNIFEM in the area of policy advice and catalytic programming, particularly in the area of eliminating violence against women, the operational efficiency of the organization resulting in additional funding directed to programmatic activities, and the outreach activities that have increased the volume of resources and diversified donor membership.

37. Delegations raised concerns over the slow growth of regular versus other (non-core) resources. Similarly, UNIFEM was encouraged to continue working towards aligning itself with the outcomes of the ongoing consultations of UNDP, UNFPA and UNICEF on the classification and attribution of costs. Delegations asked for the organization to provide an explanation of the practical implications emerging from the merger of the four United Nations gender-related organizations into the one gender entity in the context of the UNIFEM biennial support budget and associated resource allocations. In a similar vein, one delegation expressed apprehension with undertaking an analysis of UNIFEM resources in an isolated manner; resource allocation, it felt, should be considered in light of the new gender entity. It also felt that UNIFEM should continue to allocate resources to all regions using its current criteria.

38. UNIFEM received praise from delegations for its contributions towards integrating gender in the development work of the United Nations system, and also its work in helping countries achieve the Millennium Development Goals. Delegations encouraged UNIFEM to follow the ACABQ recommendations to increase resources for programming and minimize core used for support activities. One delegation recognized the cooperation it received from UNIFEM to launch the Caribbean Institute for Women and Leadership – a non-political, non-partisan, independent institution that mentors and works to strengthen women's rights, women's empowerment and women's leadership in the region. That delegation expressed concern that the methodology proposed for regular resources allocation would reduce funding to the Latin America and the Caribbean region, jeopardizing the sustainability

of women's empowerment efforts and gender equality efforts, and ultimately, risk reversing progress made to date. The delegation stated that, while it understood the rationale for revising the methodology based on a broader set of gender-related and other human development indicators, it felt further discussions on the proposals were needed. Another delegation called upon UNIFEM to emphasize its work in least developed countries and, if possible, strengthen its presence in South Asia. It also encouraged greater interaction with the United Nations Development Group in support of broader gender activities.

39. The Executive Board adopted decision 2010/6: United Nations Development Fund for Women budget estimates for the biennium 2010-2011.

UNOPS segment

VIII. United Nations Office for Project Services budget estimates for the biennium 2010-2011

40. The Executive Director of UNOPS introduced the UNOPS biennial support budget, 2010-2011, and the report of the ACABQ. He was joined on the podium by the Deputy Executive Director of UNOPS, and its General Counsel.

41. The Executive Director updated the Board on the situation of his staff in Haiti. Considering the aftermath, he spoke about how the new UNOPS strategic plan was helping to focus the organization on early recovery and relief efforts rather than emergency relief, he highlighted how UNOPS was working in concert with the wider United Nations system. In addition to addressing the key pillars of the UNOPS budget, he also provided an overview of the 2008-2009 biennium, spoke about ongoing efforts to continue cleaning-up pre-2006 financial records, addressed the possibilities of media reports about UNOPS, and reaffirmed his commitment to openness, transparency and accountability.

42. There were no comments from delegations.

43. The Executive Board adopted decision 2010/7: United Nations Office for Project Services budget estimates for the biennium 2010-2011.

Joint segment

IX. Report to the Economic and Social Council

44. On behalf of UNDP and UNFPA, the Director, UNFPA Programme Division, introduced the joint report to the Economic and Social Council (E.2010/5). He noted that the report was being presented jointly, and that the two organizations had worked together closely in its preparation, which included consultations with UNICEF.

45. Delegations thanked the organizations for a comprehensive report, reaffirming the importance of the report to accountability in intergovernmental processes. One delegation was pleased to note the progress made over the previous year's report, notably that the presentation was in line with General Assembly resolution 62/208, harmonized with UNICEF, and that the report benefited from consultations amongst the various organizations. That delegation underscored the need to include lessons learned, recommendations for improvement and the candid identification of challenges and

bottlenecks in order to enhance the usefulness of the report. A number of delegations expressed a desire for deeper analytical content in the report.

46. One delegation stated that UNDP and UNFPA, by virtue of their size and expertise, could offer more in the intergovernmental discussions in the Economic and Social Council and the General Assembly on operational activities in the sphere of development. Another delegation offered a broader definition of 'triangular' cooperation, explaining that the concept provided in the report was limited to one modality. More generally, delegations referred to boosting capacities in crisis prevention and recovery, to promoting greater South-South cooperation, including tangible examples of implementation action stemming from the December 2009 high-level conference in Nairobi, Kenya, and addressing capacity challenges and knowledge transfer in the area of climate change.

47. The Director, UNFPA Programme Division, thanked the delegations for their comments and guidance. He stated that the organizations would do their utmost to meet the expectations of the Executive Board.

48. The Executive Board adopted decision 2010/9, Joint report of the Administrator of UNDP and the Executive Director of UNFPA to the Economic and Social Council.

X. Recommendations of the Board of Auditors

49. The UNDP Assistant Administrator and Director, Bureau of Management, the UNFPA Deputy Executive Director (External Relations, United Nations Affairs and Management) and the UNOPS Deputy Executive Director introduced the reports of their respective organizations (DP/2010/11, DP/FPA/2010/13, DP/2010/16).

50. Delegations expressed satisfaction with the levels of cooperation and interaction between the three organizations and the United Nations Board of Auditors, and the associated reports before the Executive Board, which were found to be comprehensive and informative.

51. Delegations recognized UNDP for the significant progress it had made regarding audit recommendations, but asked the organization to accord the highest priority to addressing those that remained, including the implementation of recommendations regarding the resource planning system that would make higher quality information available. Many delegations specifically welcomed the management response to recommendation 11 of the UNDP report, that a review of cash balances in programme delivery was undertaken, responding to a long-time concern, they called for continued prudence to avoid cash balances. These delegations also urged UNDP to adopt a more challenging indicator for effective and efficient management of trust funds – they felt three years was too long for trust funds to remain inactive.

52. Delegations commended the clear and lucid UNFPA report and the commitment to achieving a high overall implementation rate. They were encouraged that UNFPA had already implemented 59 out of the 60 recommendations made by the Board of Auditors. Some delegations requested a clarification regarding the 60th recommendation.

53. Regarding UNOPS, delegations asked for continued updates on the five change management pillars and were encouraged with progress made on over-fund balances and asset management. These delegations asked for further clarifications and assurance around the closure of the Middle East office from the Board of Auditors.

54. The UNFPA Deputy Executive Director (External Relations, United Nations Affairs and Management) thanked the delegations for their comments. She noted that UNFPA had

continued to make progress since the time the report had been prepared and an additional five recommendations had been implemented. Currently, the level of implementation was 86 per cent and UNFPA was on track and was carefully monitoring implementation of the remaining recommendations. She noted that two recommendations would be implemented later in 2011 and 2012 as they were related to the International Public Sector Accounting Standards (IPSAS). Responding to the query regarding the recommendation which was not accepted by UNFPA, she clarified that it related to third-party procurement by UNFPA and the treatment of income it generated and would be addressed in the context of IPSAS implementation in 2012. She noted that third-party procurement was not solely a business operation as UNFPA also brought on-board development advice, technical assurance and quality assurance. Thus, it was a much broader package of development interventions, of which procurement was a part. She added that UNFPA would be happy to provide any further information bilaterally, if needed.

55. The Executive Board adopted decision 2010/9: Reports on the implementation of the recommendations of the Board of Auditors, 2006-2007.

XI. Financial, budgetary and administrative matters

Road map to an integrated budget

56. The UNDP Comptroller presented the joint information note of UNDP, UNFPA and UNICEF on the road map to an integrated budget. He was joined on the podium by the Director, UNFPA Division for Management Services.

57. Delegations welcomed the road map, calling for its adoption to be smooth, to increase transparency and accountability, contribute to greater United Nations effectiveness, and increase the flow of information in support of accountability and transparency. A number of delegations called upon the organizations to (a) provide financial reporting on actual support budget expenditures to mirror the resource plan; (b) present a common methodology for application/treatment of cost categories to support and programming budgets; (c) balance results with measures of efficiency, for example, tracking fixed and variable indirect costs; and (d) provide information on what the High-level Committee on Management (HLCM) was working to achieve regarding cost-recovery rates. One delegation also requested that the 2014 integrated budget deal with all financial flows through the organizations to permit an understanding of the respective organization's budget.

58. More generally, delegations underscored the importance of cost recovery, called upon the organizations to ensure that the Executive Board had greater flow of information (for example, how indirect costs were calculated), and asked for improvements to results-based management and results-based budgeting frameworks. Regarding UNDP, one delegation felt that the application rate of general management support at the country level should be examined closely. It also stressed that the discussion surrounding an integrated budget should not prejudge modifications to the cost-recovery policy or associated cost-recovery rates. UNDP and UNFPA were requested to consult the Board throughout the process.

59. The Director, UNFPA Division for Management Services, thanked the delegations for their feedback and guidance. He assured the Executive Board that cost-recovery matters would be reflected in the integrated road map and the three organizations would ensure continuous engagement with Board members. Furthermore, the results frameworks of the organizations' strategic plans would also be strengthened. He added that actual budget expenditures would be disclosed, as requested by delegations and as required under the International Public Sector Accounting Standards. Concerning HLCM, he noted that it was

focusing on both cost-recovery rates and the methodology. The objective was to attain greater harmonization amongst the organizations while respecting different business models and needs. He clarified that the utilization of core and non-core resources was already reflected in the budgets of the organizations. He reiterated that the organizations were firmly committed to continuous engagement with the Board members.

60. The Executive Board adopted decision 2010/2: Joint information note of UNDP, UNFPA and the United Nations Children's Fund on the road map to an integrated budget.

XII. Other matters

Global Jobs Pact

61. The Assistant Administrator and Director, Bureau for Development Policy, briefed delegations on UNDP employment programming in response to the global financial and economic crisis, namely the 'global jobs pact'. He was joined on the podium by the Practice Leader, Poverty Reduction and Economic Development, Bureau for Development Policy, and the Chief, UNFPA Population and Development Branch, Technical Division.

62. Delegations expressed appreciation for the detailed presentation stressing the importance of the Global Jobs Pact vis-à-vis the Millennium Development Goals, mitigating the impact of the global financial and economic crisis and stimulating an economic recovery and achieving sustainable development.

63. One delegation stressed the importance of not underestimating the possibility of an unemployment and underemployment crisis in developing countries, given that employment was a lagging indicator, despite other positive economic indicators. That delegation called for proactive initiatives to remedy the situation and expressed strong support to the UNDP response to the financial and economic crisis in promoting the Global Jobs Pact as contained in Economic and Social Council decision E/2009/L24. It confirmed that stimulating job growth and providing social protection were of paramount importance towards attaining the Millennium Development Goals.

64. The delegation also called upon the Executive Board to adopt a decision on the agenda item that provided clear direction that was synchronized, complementary and coherent with the mandates of other specialized organizations, such as the International Labour Organization (ILO). The delegation asked UNDP to step up efforts at resource mobilization efforts towards programming in the areas outlined in the Global Jobs Pact and further develop the UNDP-ILO Joint Plan of Action initiated in 2007.

65. One delegation spoke of the importance of economic development, private sector development, job creation and the dialogue between social partners in the context of the 'decent work agenda'. It asked how UNDP handled such issues at the country level. That delegation also asked how UNDP worked in conjunction with the World Bank on issues of, inter alia, private sector development, economic development, and employment generation. Another delegation noted that a broad-based global economic recovery will be slow and difficult, and that UNDP should help developing countries adopt well-targeted, more timely and effective measures in support of small and medium enterprises, export enterprises, and labour-intensive businesses, which would contribute to employment stability. One other delegation stressed the importance of, and opportunities associated with, volunteerism vis-à-vis implementation of the Global Jobs Pact, specifically the increased possibilities of turning valuable volunteer experience into employment.

66. The Chief, UNFPA Population and Development Branch, thanked the delegations for their comments. He underscored the need to place the changes discussed in the context of population dynamics. He noted that over the next 10 years, over a billion young women and men, the largest youth population ever, would enter the labour force and would also change residence from rural to urban areas; thus placing an enormous challenge in terms of job/employment creation. He emphasized that young people needed access to quality education, which could make them adequately skilled and competitive, as part of an integrated strategy of job/employment creation. Social programmes targeting the poor should address such underlying factors as marginalization, social inequalities and lack of opportunities. He noted that women were a particularly vulnerable group, with higher global unemployment and vulnerable employment rates than men. Women often faced exploitation and discrimination and their situation was exacerbated by the current economic and financial crisis. UNFPA, in collaboration with UNDP and other United Nations organizations, had been helping countries in developing and promoting an integrated and multisectoral approach for young people, linking access to employment, education, including vocational programmes, health, including sexual and reproductive health, and civic participation. Similarly, UNFPA sought to strengthen investments in women's empowerment, their education, training, and health. As was the case with young people, the evidence was clear that the strategy was giving high returns, including in terms of their employment.

67. The Executive Board adopted decision 2010/11: UNDP response to the financial and economic crisis: promoting the Global Jobs Pact.

UNFPA segment

Opening remarks by the President of the Executive Board

68. The President of the UNDP/UNFPA Executive Board stated that 2010 was a critical year for development and the political support, legislative guidance and strategic advice that Member States provided to the United Nations funds and programmes would be as valuable as their financial contributions, if not more so, in shaping both the face and the pace of future development. Emphasizing that Executive Board members carried important governance responsibility for UNFPA, at a time when the agenda of the International Conference on Population and Development (ICPD) was recognized as central to the work of the United Nations in the economic, social, environmental and peace and security fields, he underscored that the Millennium Development Goals (MDGs), particularly the eradication of extreme poverty and hunger, could not be achieved if questions of population and reproductive health were not squarely addressed.

69. In drawing attention to the pivotal interlinkages between population dynamics, poverty and climate change and the need to ensure that those interlinkages fed into development planning and programme delivery, the President stated that the upcoming Economic and Social Council review of the implementation of the 2009 Ministerial Declaration on global public health and the MDG and Beijing reviews were key opportunities for Executive Board members to ensure that adequate attention was accorded to the ICPD agenda. The President commended the UNFPA Executive Director for her commitment to development with a human face and for her visionary leadership in a highly challenging environment. He underscored that UNFPA had always focused on supporting national leadership and national ownership. He concluded by stating that UNFPA could count on the continuing support and active engagement of the Executive Board.

Statement by the Executive Director

70. The Executive Director, on behalf of the entire UNFPA, expressed solidarity, compassion and sympathy for the people and Government of Haiti and others affected by the devastating earthquake. She updated the Executive Board on the Fund's humanitarian response to the crisis, noting that UNFPA was working with partners to deliver reproductive health supplies to protect the health of women and girls, including those who were pregnant. She thanked the countries and other entities that had pledged funding to the flash appeal for Haiti.

71. She spoke about the 15th anniversary of the ICPD, highlighting the need to build on the outcomes and lessons learned in order to advance the visionary ICPD agenda and achieve the MDGs. She stated that key upcoming reviews provided unique opportunities to advance progress in achieving universal access to reproductive health, including family planning, improving maternal health, advancing universal education -- especially for girls and women -- and preventing HIV infection. Reiterating UNFPA commitment to the empowerment of women, gender equality and the prevention of gender-based violence (GBV), she underscored that the creation of a new gender entity did not absolve any part of the United Nations system from responsibilities on gender. She emphasized that the entity should provide strong coordination across the United Nations system to achieve strong results.

72. Stressing the connections between population, development and the environment, the Executive Director highlighted the Fund's 2009 State of World Population report and elaborated on UNFPA work to support countries in their response to climate change. She outlined priorities for 2010 to which UNFPA was paying special attention in order to strengthen implementation of its strategic plan and to ensure staff safety and motivation. She updated the Executive Board on the Fund's reorganization and the transition to a new Executive Director since this was the last year of her tenure. Finally, she spoke about the funding situation, which remained stable, and thanked donors for their continued support, especially those who had pledged multi-year commitments. She expressed gratitude for the leadership and renewed support by the United States of America to UNFPA and the ICPD agenda, as expressed in recent remarks by the United States Secretary of State, Her Excellency Hillary Clinton. (The Executive Director's full statement is available at http://www.unfpa.org/exbrd/2010/2010_first.html.)

73. Numerous delegations commended the Executive Director's insightful statement and reiterated their strong support for UNFPA. They extended deep sympathy to the Government and people of Haiti and the United Nations family for the loss of life and suffering caused by the earthquake. They commended UNFPA for providing assistance to those affected, including pregnant women.

74. Delegations welcomed the Fund's operational work and key role in supporting countries in implementing the ICPD Programme of Action. They emphasized that incorporating the ICPD agenda into national development strategies - especially in national health policies, strategies, programmes and budgets – was a prerequisite for achieving the MDGs. The indisputable link between human rights, women's empowerment and development and the need to pay attention to that linkage, in order to reach the MDGs, was stressed. Noting that progress was lagging on MDG 5 to improve maternal health, delegations hoped that the MDG review in September 2010 would help accelerate progress. One delegation stated that it would work with UNFPA to ensure that MDG 5 and the other MDGs would be high on the Group of Twenty (G20) agenda. Delegations from the Africa region underscored the catalytic role of UNFPA in providing policy and technical support in

assisting programme countries, particularly those in Africa, to implement the ICPD agenda. Some delegations emphasized that middle-income countries continued to require UNFPA support.

75. Delegations commended UNFPA for its work to intensify and scale up HIV prevention and to link HIV response to sexual and reproductive health care. Delegations expressed satisfaction that UNFPA continued to be fully engaged in efforts to end violence against women and to promote the implementation of Security Council resolutions 1325 and 1820. They noted the important role played by UNFPA in supporting the new gender architecture and asked the Fund to continue to lend its support. The importance of South-South cooperation and triangular cooperation was underscored. Delegations stressed the need to focus on capacity-building and also emphasized the need to ensure the safety and security of United Nations staff. Some delegations underscored the need to continue promoting system-wide coherence and welcomed the progress in "delivering as one". One delegation invited the Executive Board to encourage the United Republic of Tanzania initiative to present the One United Nations country programme document.

76. Delegations appreciated UNFPA efforts to strengthen (a) the results-based orientation of its work through evidence-based programming and reporting; and (b) the evaluation function. The central role of evaluation in strengthening institutional learning and accountability for results was stressed and delegations encouraged UNFPA to strengthen its evaluation capacities at all levels and to share evaluation results with the Executive Board. Several delegations welcomed the road map to an integrated budget and noted that they would work with the organizations to advance progress (see also the section on this topic under the joint segment).

77. Austria announced that its 2010 contribution to UNFPA would increase by 4 per cent. Norway announced that its 2010 core contribution would be NOK332 million, equivalent to about $58 million at the current exchange rate. The United States of America announced that it would contribute $55 million to UNFPA in 2010. The delegations of Austria, Denmark and Switzerland announced offers by their Governments to host the UNFPA Eastern Europe and Central Asia Regional Office (EECARO). Meanwhile, the delegation of Egypt welcomed the upcoming establishment of the UNFPA regional office for the Arab States in Cairo.

78. The Executive Director thanked delegations for their support, guidance and contributions, including for Haiti. She appreciated that they had recognized UNFPA progress in results-based management and she assured the Executive Board that UNFPA would continue to consolidate and simplify reporting and improve the strategic plan indicators. Concerning the gender entity, she noted that UNFPA would continue to be engaged and was part of the task force that provided support to the Deputy Secretary-General. She emphasized that all United Nations organizations would have to be responsible for gender. She confirmed UNFPA commitment to South-South cooperation and to addressing the interlinkages between population dynamics and climate change. She thanked Austria, Denmark and Switzerland for the offers to host EECARO and assured the Board that UNFPA would work in a transparent manner in making the proper decision in line with specific criteria.

79. The Deputy Executive Director (External Relations, United Nations Affairs and Management) thanked delegations for their comments and noted that UNFPA was committed to system-wide coherence and strengthening effective and efficient programme delivery. She assured the Executive Board that streamlining reporting was a priority in 2010 and UNFPA looked forward to drawing on the lessons learned from the "delivering as one" pilot countries. Concerning human resources, she underscored

that UNFPA had invested heavily in ensuring job satisfaction and successive staff surveys had demonstrated that UNFPA scored 77 per cent regarding job satisfaction. Also, UNFPA had received one of the highest ratings in the International Civil Service Commission survey of staff in 35 United Nations organizations. She stated that UNFPA was proud of the achieved level of mandatory staff security training, as well as of the progress achieved in inter-agency mobility. She thanked Board members for their contributions, including for Haiti.

XIII. Financial, budgetary and administrative matters

80. The Director, Division for Management Services (DMS), introduced the indirect cost-recovery document (DP/FPA/2010/16).

81. During the discussion, one delegation stated that it supported a policy of full cost recovery and common definitions and methodologies for cost recovery within the United Nations system, while recognizing that it may result in varying cost-recovery rates between the organizations given the differences in their cost structures, funding sources and business models. The delegation appreciated the work of the High-level Committee on Management to review system-wide cost-recovery policies and urged consideration of whether cost-recovery rates on non-core resources should make contributions to fixed indirect costs. The delegation stated that UNFPA core and non-core resources remained more balanced than seen in other funds and programmes.

82. Noting that there was a shortfall between the actual costs recovered for 2007 and 2008 and the actual variable indirect costs, the delegation wondered if the Executive Board should consider adjustments to the cost-recovery rates to address the shortfall. The delegation inquired about the cases that were exceptions and the reasons for applying different rates in those cases and asked that cost-recovery discussions take place regularly in the Board during the review and approval of the biennial support budget (BSB), to avoid additional reports and Board decisions. Another delegation asked how indirect costs were calculated and emphasized that cost recovery had to figure prominently on the agenda toward the introduction of the harmonized agency-specific integrated budgets from 2014.

83. While recognizing the improvement in some of the BSB indicators, some delegations noted the need to strengthen the indicators and make them measurable. They emphasized the need to correlate stated objectives and expected outcomes and noted that the midterm review of the strategic plan provided an opportunity to review and adjust the results framework. They encouraged UNFPA to strengthen results-based management and regularly update the Executive Board.

84. The Director, DMS, thanked the delegations for their guidance and underscored that UNFPA, working together with UNDP and UNICEF, would reflect cost recovery in the road map to an integrated budget. Regarding a small shortfall between actual costs recovered and actual variable costs, he clarified that it mainly resulted from the lower approved rate of 5 per cent applicable to projects funded by programme countries. Concerning exceptions, he explained that nine exceptions had been made for large project funding; otherwise the rate of 7 per cent cost recovery had been maintained. He assured the Executive Board that UNFPA was committed to both continuing engagement with the Board and improving the budget indicators.

85. The Executive Board adopted decision 2010/10: Update on the UNFPA policy on indirect cost recovery.

XIV. Country programmes and related matters

86. The Executive Board approved the country programmes for Uganda and Guatemala on a no-objection basis, without presentation or discussion, in accordance with decision 2006/36.

XV. Other matters (continued)

Farewell tribute to the Assistant Administrator and Director, Partnerships Bureau

87. The Executive Board President and Vice-Presidents, the Administrator, and the Chief, UNFPA Executive Board and External Relations Branch, paid tribute to the exemplary and extraordinary service of Mr. Bruce Jenks, who announced his retirement in March. All delegations took note of his remarkable career, his impact on UNDP, and his personal warmth and humour. They wished him all success in his retirement.

Annex

Joint meeting of the Executive Boards of UNDP/UNFPA, the United Nations Children's Fund and the World Food Programme

Delivering as one: strengthening the country-level response to gender-based violence

1. The President of the UNDP/UNFPA Executive Board opened the joint meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP by requesting a moment of silence to express solidarity and honour lives lost in the Haiti earthquake.

2. Following presentations by the UNFPA Deputy Executive Director (Programme) speaking on behalf of the four organizations, the Secretary-General of the Geneva Secretariat of the Ministry of Women's Affairs, Burkina Faso, a representative from the UNiTE Campaign to End Violence against Women of the United Nations Secretary-General, and the UNFPA Representative in Viet Nam, the President provided over a question-and-answer session. Delegations raised the following issues:

(a) While noting successes in Viet Nam, Executive Board members asked whether other countries undertaking a "delivering as one" approach had achieved benefits in supporting key priorities, such as gender-based violence. There was interest in the United Nations approach to working on gender-based violence in conflict-post-conflict contexts and on understanding how progress on the indicators of Security Council resolution 1325 would feed into the development of new global indicators. Delegations asked if effective coordination was possible in such settings without breaching specific mandates.

(b) While commending the commitment of Burkina Faso, there was a query on whether rape was considered a "scourge" and on measures to support children born out of rape.

(c) Delegations recognized that while coordination by United Nations organizations improved effectiveness, national ownership was key. Members highlighted that the joint approach appeared to be beneficial in promoting national ownership, strengthening national capacities, clarifying United Nations roles and responsibilities, emphasizing the importance of regional initiatives, including South-South learning, ensuring the engagement of all relevant actors, and promoting system-wide coherence.

(d) A query was raised on the impact of the joint approach on beneficiary populations. While funding and capacity gaps for addressing reproductive health and gender-based violence in humanitarian settings existed, support to the efforts of United Nations organizations was reiterated.

(e) A suggestion was made to undertake a unified United Nations approach to the development of gender-based violence data, for example, via the publication of monthly statistics.

3. The following responses were provided:

(a) While touching upon those countries where a unified approach had demonstrated results, a forthcoming evaluation would provide details demonstrating effectiveness and areas for improvement regarding the "delivering as one" pilots;

(b) Coordination in conflict and post-conflict contexts was challenging, but the cluster-system approach worked. Coordination did not undermine respective mandates but strengthened the work of each organization;

(c) Efforts must focus on strengthening national capacities. United Nations organizations could have integrated workplans without a formal agreement. The Zimbabwe United Nations country team gender theme group had used that approach without being a "delivering as one" country.

(d) In Burkina Faso, exact figures on rape were difficult to ascertain. The country supported victims under its legislation. However, court system delays posed a challenge and made legal action difficult.

(e) The campaign of the Secretary-General acted as an umbrella under which actors came together and duplication was minimized. The violence against women database was a tool that relied upon Member States for input.

6. The President thanked the presenters and delegates for their interaction.

Presentation on the One United Nations country programme document for the United Republic of Tanzania

7. The President of the UNDP/UNFPA Executive Board invited the Director, Multilateral Cooperation, Ministry of Foreign Affairs and International Cooperation, United Republic of Tanzania, to make the presentation on the Tanzanian One United Nations country programme document. The Director elaborated on the proposed common programming approach, stating that the Tanzanian Government and the United Nations country team (UNCT) had agreed to develop a single business plan, a United Nations Development Assistance Plan (UNDAP) for 2011-2015, capturing the entire range of United Nations activities in the country. She emphasized that it would reduce duplication and provide a more collective and coherent strategy aligned with national priorities. She noted that her Government was proposing to the Executive Boards that a common country programme document (CPD) derived from the UNDAP be approved in lieu of agency-specific CPDs. She outlined the timeline, noting that the CPD would be presented to the Boards in January 2011 and its implementation would start in July 2011. She underscored that her Government was not seeking to pre-empt the intergovernmental discussions on CPD approval mechanisms that were ongoing in the context of system-wide coherence.

8. Several delegations commended the framework articulated by the Tanzanian Government, noting that it would reduce duplication, incorporate information found in separate CPDs and result in a coherent strategy aligned to national priorities. They recalled that the 2009 intergovernmental meeting in Kigali, Rwanda, had agreed that in the pilot countries there was no going back to doing business in the manner prior to the "delivering as one" initiative and that the momentum should be maintained. They called on donors to support those efforts through timely, predictable, unearmarked and multi-year financial support. They highlighted the need to reduce transaction costs and simplify reporting requirements by substituting individual organizations' reports with a single results report.

9. Numerous delegations, in a joint statement, congratulated the Tanzanian Government and stated that the pilot countries were breaking new ground and realizing more effective interventions and that the United Nations was "better" when it "delivered as one". Commending the Tanzanian proposal, they underscored that the UNDAP would meet the needs of the Tanzanian people and the Government and would encompass the entire spectrum of United Nations activity in the country. In supporting the proposed approach, they encouraged others to do the same. Underscoring the stated advantages of a CCPD, they emphasized that a results-based approach to planning, monitoring and evaluation would ensure that the United Nations developed a quality programme and was accountable to the people and the Government it served. They stressed that the approach did not pre-empt or impinge on General Assembly decisions and urged headquarters to keep pace with progress at the country level.

[illegible]

[illegible] UNDP, UNFPA, UNICEF and WFP [illegible] in working to improve and strengthen these efforts.

24. The President invited the Director, Livelihood Security Unit, to bring a practical perspective to the discussion by describing the innovative Productive Safety Net Programme. The objective of the programme is to transfer food [illegible] to chronically food-insecure woredas (local administrative units), thereby improving asset depletion at the household level and creating assets at the community level. The main achievements of the Productive Safety Net Programme include improvements in the livelihoods of transfers in the poorest districts in rural areas, increased capacity for programme implementation, creation of productive assets at the community level, and increased household income and food security. Major lessons learned included the challenges and risks of transitioning from an emergency and humanitarian-oriented response to a more development-oriented approach.

25. The President invited questions and comments from the floor and the following discussion yielded the following conclusions:

(a) Capacity-building to enhance ownership and sustainability is crucial;

(b) International efforts to support national social protection systems must be coordinated;

(c) The United Nations Social Protection Floor Initiative is welcomed and needs to be well-staffed, if it wishes to strengthen its country support;

(d) National and international efforts to combat the many facets of hunger must integrate measures in the short and long term;

(e) The Productive Safety Net Programme of Ethiopia is an impressive example of how countries can combat the root causes of hunger and protect vulnerable populations, even under difficult conditions, while retaining a balanced perspective on the continuum of relief and development;

(f) To meet the Millennium Development Goals, Member States need intensify efforts to eradicate hunger; prevention is an essential component of effective measures to promote [illegible] some of the consequences of climate change on hunger.

[illegible] the Millennium Development Goals

26. The Vice-President of the UNDP Executive Board invited the Deputy Executive Director of UNDP to introduce the background document on stocktaking on the Millennium Development Goals, on behalf of the four organizations. The Deputy Executive Director emphasized that, while significant progress had been made in many areas, there was still a long way to go to achieve certain targets. He highlighted several innovative strategies being used by countries to meet the Goals, which were based on successes and lessons drawn from around the world.

27. The Permanent Secretary of the Ministry of Finance of Rwanda and the President's representative in Rwanda described the progress being made by Rwanda in reaching the Goals, highlighting several major achievements, [illegible] strategies and challenges. The Senior Advisor for Economic Policy at WFP emphasized the important role of school-based Millennium Development Goal 1 to eradicate hunger, presenting several cost-effective strategies and lessons learned.

28. Delegations commended Rwanda on its progress in poverty reduction and its special focus on areas requiring accelerated progress. Questions were raised on the nature and potential of international cooperation towards global achievement of the Goals. A number of delegations were concerned that progress was not done on some Goals and targets that have

might not be achieved. The panel acknowledged this as a serious issue, advising that the upcoming high-level meeting of the General Assembly would be vital in addressing roadblocks.

25. Delegations also expressed concern about the effects of climate change, rising food prices, and the global economic downturn on the achievement of the Goals, especially in certain countries and regions. In addition to addressing inequalities within and among countries, delegations called for strengthened social policies, improved efforts to eradicate hunger, and creation of employment opportunities for youth and women. Several delegations asked about strategies for the promotion of capacity development in recipient countries and intersectoral coordination. Specific suggestions were made on how the United Nations could play a role in middle-income countries, act as an agent of ideas, foster South-South cooperation and support evidence-based action by national authorities. Several delegations reaffirmed their support for United Nations system-wide coherence.

26. In response to a number of questions about how international aid could be made more effective for Rwanda and other developing countries, the Permanent Secretary of the Ministry of Finance said that her Government was enthusiastic about the "delivering as one" concept and needed technical advice from donors, rather than goals. To increase aid effectiveness, she suggested that donors recognize the importance of national ownership of programmes and national development priorities.

27. The Deputy Executive Director reaffirmed the commitment of UNICEF to enhancing United Nations coherence in pursuit of the Millennium Development Goals and fulfilling the rights of children. He emphasized that UNICEF was working hard to improve performance and achieve sustainable results through ensuring national ownership of the Goals, scaling up successful interventions, building systems, focusing on the excluded, giving priority to gender disparities, protecting the most vulnerable during crises, empowering communities, monitoring progress at a subnational level, adopting policies that can have a multiplier effect, publicizing best practices and lessons learned, and working more closely with partners. The WFP Special Advisor closed the discussion by underlining the effectiveness of interventions such as micronutrient supplementation and conditional cash transfers in achieving Goal 1.

28. The Vice-President of the UNICEF Executive Board closed the meeting by thanking Executive Board members and the panellists for an interactive discussion.